

Message Text

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ACTION EUR-12

INFO OCT-01 ISO-00 CIAE-00 PM-03 INR-07 L-03 ACDA-10

NSAE-00 PA-02 PRS-01 SP-02 USIA-15 TRSE-00 SAJ-01

DODE-00 IO-10 /067 W

----- 080439

R 161810Z JUL 75

FM USMISSION NATO

TO SECSTATE WASHDC 2750

UNCLAS SECTION 1 OF2 USNATO 3792

E.O. 11652: NA

TAGS:AORG, NATO

SUBJECT: PROPOSAL FOR NATO MANAGEMENT ORGANIZATION

REF: A. USNATO 3663

B. PO/75/84

1. IN PO/75/84 SYG IS REQUESTING NAC APPROVAL BY SILENCE
PROCEDURE OF COMPROMISE MANAGEMENT PROPOSAL ALONG LINES
DESCRIBED USNATO 3663. MISSION RECOMMENDS APPROVAL
AND REQUESTS INSTRUCTIONS BY 30 JULY.

2. TEXT OF PO/75/84 FOLLOWS: BEGIN TEXT:

PO/75/84

TO: PERMANENT REPRESENTATIVES (COUNCIL)

FROM: SECRETARY GENERAL

MANAGEMENT ORGANIZATION

REFERENCE: PO/75/48

1. *49. 974 \$3?-53 9, 8 JULY ON THE SUBJECT OF THE
MANAGEMENT ORGANIZATION, I CONCLUDE THAT WE HAVE A
CONSENSUS ON THE FOLLOWING POINTS:

A. THAT WE SHOULD POSTPONE FURTHER CONSIDERATION OF
A COORDINATED FINANCIAL MANAGEMENT FOR NATO FOR
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THE TIME BEING AND THAT WE WILL NOT THEREFORE
ESTABLISH THE ADDITIONAL A.2/A.3 BUDGET OFFICER POST;

B. THAT WE WILL UNFREEZE THE CREDITS IN THE 1975
BUDGET FOR THE MANAGEMENT ADVISORY (ORGANIZATION AND

MENTODS) UNIT, THE TERMS OF REFERENCE FOR WHICH ARE AT ANNEX;

C. THAT THE PRESENT A.7 POST IN THE OFFICE OF ADMINISTRATION AND PERSONNEL WILL BE REORIENTED TOWARDS THE LARGER MANAGEMENT PROBLEMS OF PRINCIPAL CONCERN TO THE SECRETARY GENERAL AND TO THE COUNCIL AND WILL BE RETITLED "DIRECTOR OF MANAGEMENT". AS SUCH, THE POST WILL SUPERVISE THE MANAGEMENT ADVISORY (ORGANIZATION AND METHODS) UNIT ON BEHALF OF THE SECRETARY GENERAL AND WILL ASSURE THAT IT CARRIES OUT ITS STUDIES OBJECTIVELY AND INDEPENDENTLY.

2. IN ADDITION, ALL BUT ONE NATIONAL REPRESENTATIVE, WHO WAS WITHOUT INSTRUCTIONS ON THIS POINT, WERE AGREED TO ESTABLISH AN ADDITIONAL SENIOR POST IN THE OFFICE OF ADMINISTRATION AND PERSONNEL. THIS NEW POST WOULD ASSUME MANY OF THE RESPONSIBILITIES NOW EXERCISED BY THE PRESENT A.7 POST AND WOULD THUS ALLOW THE A.7 TO CONCENTRATE ON THE MAJOR MANAGEMENT PROBLEMS AS DESCRIBED ABOVE. THE CREATION OF THIS NEW POST, WHICH, OF COURSE, WILL BE ADVERTISED, LIKE THOSE FOR THE MANAGEMENT ADVISORY UNIT, IS ESSENTIAL TO MY PLAN FOR MANAGEMENT IMPROVEMENTS. WITHOUT IT, THE A.7 POST WOULD INEVITABLY CONTINUE TO BE CHARGED WITH AN OVER-WIDE SPAN OF CONTROL AND AN OVER DETAILED SERIES OF TASKS.

3. AS TO THE GRADE OF THE NEW POST, WHILE THE MAJORITY OF NATIONAL REPRESENTATIVES COULD ACCEPT MY PROPOSAL THAT IT BE ESTABLISHED AT A.6 LEVEL, ONE OR TWO DELEGATIONS HAD SOME HESITATION GOING BEYOND THE A.5 GRADE.

4. MY REASONS FOR WISHING TO MAKE THIS AN A.6 DIRECTOR POST ARE THREEFOLD: ITS POSITION IN THE ADMINISTRATIVE HIERARCHY, THE DEGREE OF RESPONSIBILITY, AND THE SPAN OF CONTROL. THE POST, WHICH WILL TAKE OVER THE TITLE OF DIRECTOR OF ADMINISTRATION AND PERSONNEL WILL, AS I EXPLAINED, CARRY RESPONSIBILITY FOR THE DAILY ADMINISTRATION OF THE INTERNATIONAL STAFF AND THE HEADQUARTERS AND WILL BE CHARGED WITH THE SUPERVISION OF THE FIVE HEADS OF THE ADMINISTRATIVE SERVICES:

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CONFERENCE AND REGISTRY SERVICES, GRADE A.5
CONSTRUCTION AND GENERAL SERVICES, GRADE A.5
PERSONNEL SERVICES, GRADE A.5
STATISTICS SERVICE, GRADE A.5

EACH OF WHOM EXERCISED AN EXTENSIVE RESPONSIBILITY OVER A WIDE RANGE OF ACTIVITIES AND WHO BETWEEN THEM HAVE UNDER THEIR AUTHORITY TWO THIRDS OF THE INTERNATIONAL STAFF. HE WILL ALSO BE CALLED UPON TO ACT FOR THE DIRECTOR OF MANAGEMENT IN THE LATTERS ABSENCE. THE RESPONSIBILITIES OF THIS POST ARE AT LEAST AS GREAT AS THOSE OF EXISTING A.6 POSTS, AND I HOPE THAT WE CAN REACH AGREEMENT ON THE A.6 GRADE.

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5. WE ARE ALL CONSCIOUS OF THE NEED FOR ECONOMY AND, AS I HAVE STATED EARLIER, I SHALL MAKE A DETERMINED EFFORT TO PROVIDE OFFSET FOR THE ADDITIONAL POST IN THE 1976 CIVIL BUDGET.

6. AS WE HAVE AGREED, THIS NEW ORGANIZATION WILL BE REVIEWED AFTER THREE OR FOUR YEARS WHEN WE HAVE ACCUMULATED SUFFICIENT PRACTICAL EXPERIENCE OF ITS WORKING.

7. AS THE SUMMER VACATION PERIOD IS NOW VERY CLOSE, I WILL ASSUME, UNLESS I RECEIVE OBJECTIONS BY 31 JULY, 1975, THAT THE MAJORITY POSITION DESCRIBED ABOVE HAS BEEN APPROVED BY THE COUNCIL AND THAT I MAY BEGIN TO IMPLEMENT IT IMMEDIATELY.

ANNEX TO PO/75/84

TERMS OF REFERENCE FOR THE MANAGEMENT ADVISORY (ORGANIZATION AND METHODS) UNIT

1. THE MANAGEMENT ADVISORY (ORGANIZATION AND METHODS) UNIT IS ESTABLISHED TO PROVIDE THE SECRETARY GENERAL WITH A MEANS TO ENSURE THE CONTINUING EFFICIENCY OF THE NATO INTERNATIONAL STAFF. IN THE EXERCISE OF ITS FUNCTIONS THE UNIT SHALL BE INDEPENDENT OF ANY ORGANIZATIONAL ELEMENT, OTHER THAN THAT SPECIFICALLY DESIGNATED BY THE SECRETARY GENERAL. THE DIRECTOR OF MANAGEMENT WILL EXERCISE IMMEDIATE FUNCTIONAL RESPONSIBILITY FOR THE UNIT AND WILL PROVIDE GUIDANCE AND DIRECTION AS NECESSARY.

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2. THE ROLE OF THE UNIT IS ADVISORY. IT HAS NO EXECUTIVE FUNCTIONS AND SHALL NOT ENCROACH ON THE RESPONSIBILITIES OR AUTHORITY OR OTHER ELEMENTS OF THE INTERNATIONAL STAFF OR OF THE ORGANIZATIONS OR AGENCIES IN WHICH IT MAY BE REQUIRED TO WORK.

3. THE PRINCIPAL TASK OF THE UNIT IS TO GATHER AND EVALUATE DATA, IN ACCORDANCE WITH ACCEPTED MANAGEMENT PRACTICE, WHICH WILL PROVIDE A SOUND BASIS FROM WHICH THE BEST USE OF AVAILABLE MANPOWER, MONEY AND MATERIAL CAN BE ENSURED.

4. SPECIFIC TASKS WILL INCLUDE, INTER ALIA;

A. ADVICE ON MANAGEMENT PRACTICES, ORGANIZATION, WORK METHODS AND PROCEDURES;

B. REASSESSMENT OF ESTABLISHMENTS BY NUMBERS, GRADES AND QUALIFICATIONS, IN RELATION TO AUTHORIZED TASKS, AND DRAWING UP OF RECOMMENDATIONS REGARDING THE IMMEDIATE OR PROGRESSIVE ADJUSTMENT OF THE ESTABLISHMENTS SO REASSESSED.

5. THE UNIT SHALL EXERCISE TACT AND DISCRETION IN ITS RELATIONSHIP WITH OTHER STAFFS AND AVOID UNNECESSARY DIS-

RUPTION TO THEIR NORMAL WORK. ITS CONCLUSIONS AND RECOMMENDATIONS SHALL BE BASED SOLELY ON AN IMPARTIAL PROFESSIONAL JUDGMENT OF ALL INFORMATION GATHERED AND ASSESSED IN ACCORDANCE WITH SOUND MANAGEMENT PRACTICE.

6. THE FORGOING TERMS OF REFERENCE WILL BE SUBJECT TO ANY CHANGES DIRECTED BY THE SECRETARY GENERAL, FOLLOWING EXPERIENCE OF THE FUNCTIONING OF THE UNIT. END TEXT. BRUCE

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